



Stakeholder Empowerment Yes, but how?

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It's not about the nail



<https://www.youtube.com/watch?v=-4EDhdAHrOg>



And: it's not about ...

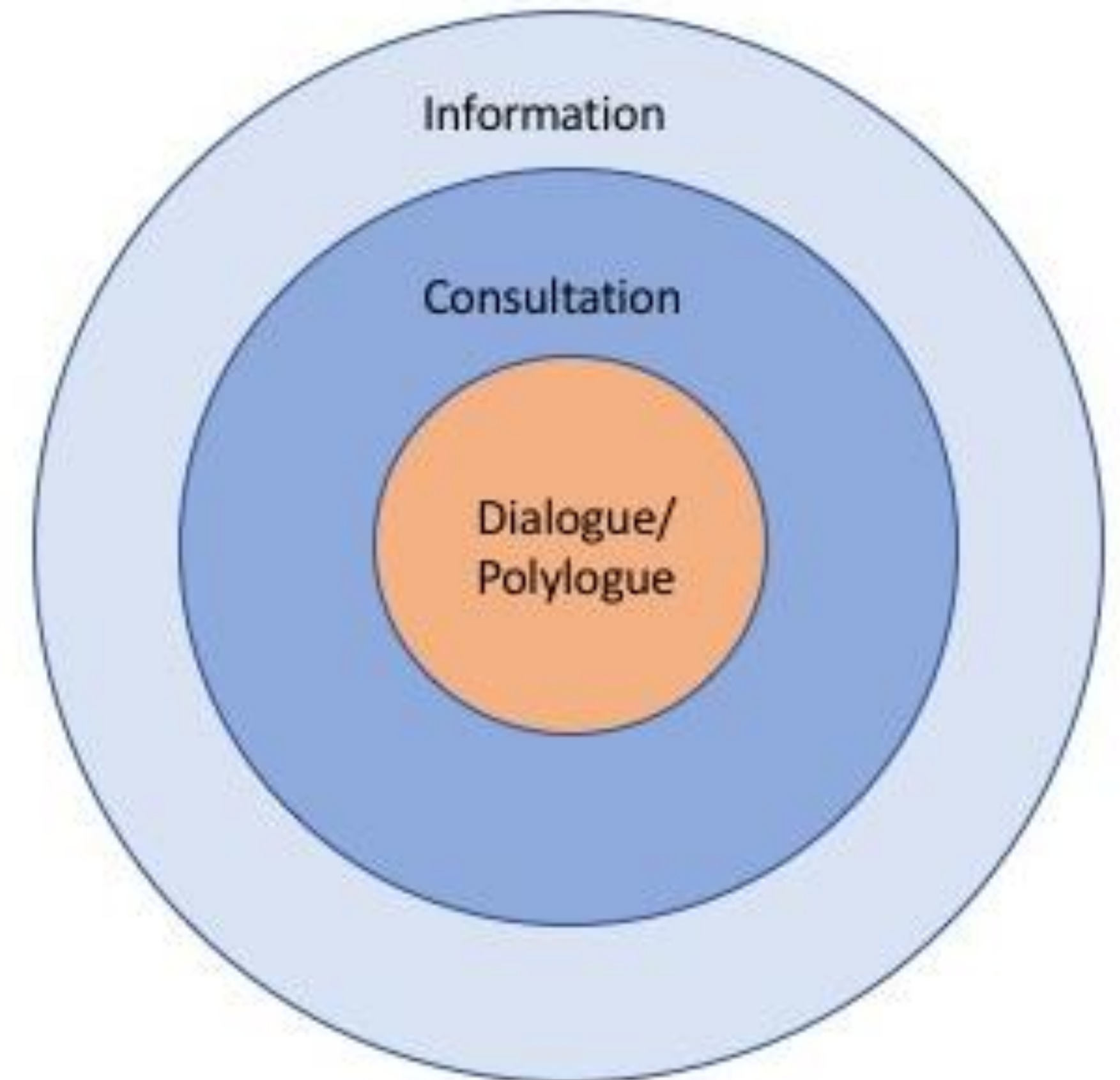


Source: <http://barber-adr.com/positions-just-tip-iceberg/>



Getting stakeholders involved

Degree of participation	
Information (one-way communication)	To be informed Example: brochures, letters, media releases, websites, exhibition etc.
Consultation (active and mutual communication)	To be heard To think together To join a conversation Example: statements, questionnaires, fora, blogs, open councils
Representative Participation in decision making (cooperation, intense communication)	To express recommendations to decision makers To decide together To implement together Example: „future“-conferences, transdisciplinary work, mediation in the public sector





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From Bargaining to Cooperation



Source: B. Baerlocher